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DTR-7672

28 June 1972

MEMORANDUM FOR: Acting Director of Training

SUBJECT : Management Training Projects:
Progress Report #3

1. "Coordinating" Meetings

A.

B.

C.

D.

E.

25X1A

2. Midcareer

25X1A

- a. Mr. [REDACTED] on two one-hour segments which we propose to add to the course. One of these covers the subject of "Planning", and one deals with "Problem-Solving and Decision-Making". The latter is an adaptation of the system advocated by [REDACTED] and taught in the [REDACTED] one-week course.

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b. For reasons cited in Paragraph 4 below, we no longer are giving attention to the problem of adding Management Science topics to the course.

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c. Mr. [REDACTED] has arranged for Mr. [REDACTED] to meet with Mr. [REDACTED] soon after 26 June to discuss the Records Management material to be added to the course. 25X1A

3. Senior Seminar

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Aside from Mr. [REDACTED] becoming familiar with the rationale, content, and methods with respect to the Management Block, we have made no significant progress. The critical problem from our point of view is that we have no resources to commit to the organization and operation of the Management Block. As a result, Mr. [REDACTED] is obliged to continue to do this job himself.

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4. "Management Science"

SUS and ISC representatives have agreed that inputs to existing courses will be handled by ISC. Availability of personnel to do the job may be a problem, but there is no question that the expertise lies in ISC, not SUS. Mr. [REDACTED] is sending the draft of an overall plan to the Curriculum Council for consideration on 29 June.

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5. "Problem Solving"

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ADTR arranged for [REDACTED] to help in the development of case histories illustrating various approaches to problem-solving and decision-making in the Agency. [REDACTED] will design and conduct a research project which we hope will produce material that can be used in a variety of courses. 25X1A

6. "Leadership Principles"

We have unearthed several sets of "principles" which will provide the basis for some interesting discussion. Our sources are the Army War College, the AMA, the Handbook of Social

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Psychology, and [REDACTED] We now visualize a program of a day and a half or two days with a format consisting of inputs such as reading material, films, and lectures; work sessions in which the participants will concern themselves with questions designed to highlight Agency practices; and outputs such as recommendations for action, statements of principles, and questions for further study. In addition to considering general principles of leadership, we expect to devote time to the examination of principles and practices relating to motivation, communication, problem-solving and decision-making, and, if time permits, subjects such as career development, management succession, planning and control, and so on. We have spotted about twenty relatively short articles and several films to enlarge upon some of the material in Dr. Cribbin's book, "Effective Managerial Leadership". Our biggest problem at the moment is finding ways of assuring that the "work sessions" are sufficiently "meaty" to warrant the time and attention of our most senior officers.

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[REDACTED]
Chief, Support School, OTR

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